

Overview

There are six principal components to the Kendig Keast Collaborative (KKC) approach:

Citizen-Driven. KKC believes that meaningful involvement of the community is absolutely essential for preparing a comprehensive plan that reflects their values and priorities; and ensuring broad-based support for plan implementation.

Effective Aid to Decision-Making.

The Comprehensive Plan must focus on the key issues in the community – current and emerging. The plan must provide the guidance necessary for community leaders to make informed, rational decisions.

End-User Orientation. KKC will emphasize that the Comprehensive Plan should be written with the user - elected and appointed officials, staff, land owners and developers, and citizens - in mind.

Emphasis on Community Character.

It has been KKC's experience that one of the most commonly shared priorities of a community is the protection, preservation and enhancement of an attractive and unique community character. As such, we help communities rediscover and create what forms their character.

Think Green. KKC is committed to pointing out the ways to actively engage its clients in sustainable planning and design practices.

"Begin with the End in Mind."

Implementation would be emphasized throughout the plan development process, beginning at the outset and continuing through to plan adoption.

Project Statement

KKC uses a methodical and interdisciplinary approach to address a broad spectrum of community issues and opportunities. The Comprehensive Plan is intended to serve as a collective vision of the City and its residents to decide its future. This plan aims to guide development in a fiscally responsible manner; ensure adequate provision of public facilities and services; encourage quality outcomes; preserve natural resources and amenities; and protect and enhance community character to promote compatible development.

General Approach

The McComb City Comprehensive Plan would be written with the users in mind, including elected and appointed officials, City staff, landowners and developers, and citizens. The Comprehensive Plan elements would focus on current and anticipated issues facing the community. The emphasis of the plan would be to provide the guidance necessary for the community leaders to make better-informed, rational decisions regarding McComb City's future. Often times, Comprehensive Plans are too general to serve their purpose of accommodating the uncertainty of a changing future. It would be our goal to craft the McComb City Comprehensive Plan as a specific yet flexible document with prescriptive, "on the ground" application of proposed policies and actions.

If the KKC team is selected for this assignment, your Comprehensive Plan would not be another document that sits on a shelf. Working with you, KKC would develop a strategic implementation program to help you envision and fulfill McComb City's vision for a preferred future.

The Comprehensive Plan would be organized to:

- ◆ Identify the community's values and its collective intentions for growing its population and strengthening its economy.
- ◆ Reveal the underlying issues that form the plan's rationale.
- ◆ Establish a phased and prioritized implementation program based on the City's readiness and willingness to act on the plan's recommended actions.

Implementation would be emphasized throughout the plan development process. The plan would move beyond the typical goals and objectives to include specific recommendations to address community issues. Plan concepts and proposals would be tested along the way to make sure they are acceptable and that there is both public acceptance and political will to implement and administer them. Without an effective implementation framework, the plan will not succeed in its purpose nor will it merit the daily guidance that it is intended to provide.

Scope of Services

Prior to starting work on this project, KKC would conduct a project start-up meeting with City staff members to review the work tasks, a detailed project schedule, information needs, and other important project logistics, including recommendations for establishing a Comp Plan Task Force to facilitate the plan's development. The proposed scope of services can be divided into key phases, with subsequent tasks therein.

Public Engagement, Goals and Background Study.

As part of our initial discovery, field reconnaissance and review of background studies, we would conduct a thorough review and evaluation of the City's planning documents and other relevant materials to understand the history of planning efforts, key opportunities and challenges, and whether the City has made tangible progress in addressing the priorities expressed in these plans. The City's current Comprehensive Plan (1987) will be thoroughly reviewed to identify relevant sections that should remain, be revised, or be removed. We would also analyze existing demographic/socioeconomic data to assess capacity needs of public facilities, utilities and transportation infrastructure and future land use demands; and investigate key data, trends, and factors pertinent to McComb City's long-range planning (e.g., population/housing/employment trends). From this investigation and analysis, we would prepare a range of population projections, in five-year increments through 2035. The midpoint of which would provide the basis for making planning recommendations.

Visioning and Community Engagement

A broad cross-section of community residents, including the members of the McComb Board of Mayor and Selectmen, the Planning Commission, the Historic Preservation Commission, City staff, those involved in local organizations, such as McComb Main Street Association, representatives from local and regional coordinating agencies, and residents would be involved throughout the plan visioning and development process to provide input and react to plan proposals aimed at defining a preferred and deliberate future for McComb City. The most effective engagement programs recognize the need to blend high-touch and high-tech engagement efforts. Creating a convergence of these two methods is an essential ingredient in the development of this engagement program. Each component, both on-line and off-line, would serve a distinct purpose. The off-line strategies help build trust, one-on-one relationships, and a constituency of support. The on-line strategies provide opportunities to engender greater understanding, forge deeper relationships, create larger networks, and interact in ways that are convenient for the participant -- leading to more frequent and routine engagement. An optional task (on an additional services basis) within our engagement strategy would be the use of **MindMixer**, an internet-based, virtual town hall meeting program that brings community engagement to your citizens. MindMixer would enable the City to engage all of its citizens in a proactive and inclusive public engagement process through an *Achieve McComb City* website that allows public interaction at any time and from any place. This unique web-based approach empowers citizens to engage in the planning process via an easy-to-use web interface.

At the start of the planning process, a public participation plan would be developed that would outline community engagement activities and trips to McComb City as the Comprehensive Plan is being developed, including the following:

Community Engagement

To ensure that the Comprehensive Plan reflects the values and priorities of the community, a broad cross-section of citizens would be involved throughout the plan development process to provide input and react to plan proposals toward defining the future of the community. Involvement could include:

- ♦ MindMixer interactive project website and virtual "Town Hall"
- ♦ Small-group "listening sessions"
- ♦ Comp Plan Task Force meetings
- ♦ Community workshops
- ♦ A mid-point City Council and Planning Commission briefing
- ♦ Public hearings
- ♦ Interactive land use planning exercises
- ♦ Visual Preference Surveys
- ♦ Visual Resource Assessment
- ♦ Community Charettes
- ♦ Goal Priority Setting



This is an image from the virtual Town Hall for Tuscaloosa, AL, which attracted 10,000 visitors



Fremont, NE Symposium (01.17.11) which attracted 250+ residents

How Would MindMixer Be Used?

A Virtual Town Hall site would be established to solicit on-line and mobile community engagement. Using inputs from the stakeholder listening sessions, technical interviews, and guidance from staff, the Virtual Town Hall would be organized into topic areas to address or respond to the unique planning considerations of McComb City. These topic areas would create a safe, easy-to-use environment for people to participate, at their convenience, from their computer or mobile phone. Unlike a traditional "survey," the virtual town hall allows for continuous participation throughout the entirety of the plan development process.

The site would be used in four essential ways:

1. **First**, it would serve as an avenue to solicit general comments, ideas, and suggestions, which would supplement information gained through small group and face-to-face interviews conducted by the consultant team.
2. **Secondly**, MindMixer would be used to test ideas as to the City's policies and the support for different implementation approaches. For instance, this could extract insight as to the community's attitudes about quality development, growth management, regulatory controls, etc.
3. **Thirdly**, MindMixer can be viewed in more than 50 languages, allowing participants to feel comfortable submitting, commenting, and sharing with friends without the inconvenience of a language barrier.
4. **Lastly**, when the plan is drafted and there are lists of recommended projects, programs, and initiatives, MindMixer could be used to help the Board of Mayor and Selectmen establish the plan's priorities.

- ◆ **Kick-off Teleconference** with key City staff members to discuss the project schedule and public participation plan, which would be provided in advance of the teleconference. A webcast demonstration of MindMixer would also be provided and roll-out program would be discussed.
- ◆ **Comp Plan Task Force Meeting No. 1 / Community Workshop No. 1**– Introductory meeting with the Comp Plan Task Force. Small group "listening sessions" over the course of two, one-half days. Discussion of key issues, principles, and directions for Chapter 1, *Introduction*, and Chapter 2, *Infrastructure and Growth Capacity*, including a discussion as to priority growth areas; field reconnaissance and photo-documentation, culminating in a community workshop.
- ◆ **Comp Plan Task Force Meeting No. 2** – Review of Chapter 1, *Introduction*; Chapter 2, *Infrastructure and Growth Capacity*; and directions for Chapter 3, *Mobility*, including a discussion related to the proposed Thoroughfare Plan.
- ◆ **Comp Plan Task Force Meeting No. 3 / Board of Mayor and Selectmen and Planning Commission Mid-Point Briefing** - Review of Chapter 3, *Mobility*, as well as a summary of key issues, principles, and directions for Chapter 4, *Housing and Neighborhoods*, and Chapter 5, *Economic Development*; culminating in a mid-point briefing with the Board of Mayor and Selectmen and Planning Commission.
- ◆ **Comp Plan Task Force Meeting No. 4 / Community Workshop No. 2** - Review of Chapter 4, *Housing and Neighborhoods*, and Chapter 5, *Economic Development*, including a discussion of key issues, principles, and directions for Chapter 6, *Land Use and Community Character*.
- ◆ **Webex Presentation** – As a means of reducing travel-related costs, Chapter 6, *Land Use and Community Character*, including the Future Land Use Plan, would be presented by way of a Webex conference; as well as a discussion of key issues, principles, and directions for Chapter 7, *Implementation*. We are available for on-site meetings as resources allow.
- ◆ **Comp Plan Task Force Meeting No. 5 / Community Workshop No. 3 (Open House)** – Joint implementation priority-setting work session with the Comp Plan Task Force, Board of Mayor and Selectmen, and the Planning Commission; open house and community workshop for an overview of the draft plan.
- ◆ **Planning Commission Meeting (Meeting No. 6)** – Presentation of final draft comprehensive development plan, led by City Staff and supported by KKC.

Additional WebEx meetings may be scheduled in between on-site meetings, and additional community meetings can be scheduled as determined through the final scoping process. Draft Comprehensive Plan chapters will be submitted to City staff for review and commentary well in advance of Task Force and other meetings.

SUPPLEMENTAL PHASE : Strategic Direction and Immediate Action Program

As discussed with the Project Understanding section of this proposal, the KKC Team recognizes the anticipated growth pressures facing McComb City. To address immediate growth and development-related issues we propose that the City undertake an initial, supplemental phase to implement land development regulations through the drafting and adoption of an interim ordinance. This supplemental phase represents the logical first step in the more extensive development of a comprehensive plan. We recommend this **Strategic Direction and Immediate Action Program** phase as a more effective approach and sequence for accomplishing critical aspects of the overall intended work program. In this way both community leaders and consultant personnel would gain a better understanding of what might be possible and tolerable with respect to the City taking a more direct role in guiding and directing the nature of development in and around the community. Key actions and outcomes of this Strategic Direction and Immediate Action Program phase would include:

1. Facilitate a robust public and leadership engagement program to formulate a preferred vision for the future, and to highlight how the Strategic Direction and Immediate Action Program will translate it into near-term and specific actions that advance the community toward its longer-term vision of preserving community character in the face of growth.
2. Evaluate McComb City's and Pike County's existing land development regulations (or lack thereof), and other tools and/or influences which may affect area growth and development.
3. Identify and anticipate some of the major problems and opportunities which may be associated with local and regional growth and development associated with the Tuscaloosa Marine Shale play, along with other development, and to explore strategies, establish priorities, and make recommendations for dealing with them.
4. Draft and support City leadership in the potential execution of an Interlocal Agreement between the City of McComb City and Pike County that would facilitate the preparation and administration of an interim ordinance to extend the City's regulatory authority into areas of Pike County, to a newly delineated "Urban Growth Boundary." This effort would be in accordance with the provisions of Mississippi State Code Title 17. Local Government; Provisions Common to Counties and Municipalities, Chapter 13. Interlocal Cooperation of Government Units. This interlocal agreement would be the vehicle through which the City can implement an interim ordinance to regulate new development that occurs outside of its city limits.
5. Draft and facilitate the adoption of interim regulations (procedures, guidelines and standards) with which to regulate development both within and beyond McComb City's corporate limits, to provide prompt and necessary protections against inappropriate development until more comprehensive development regulation updates can be completed. In essence, the interim ordinance provides the specific tools with which the City will be able to manage new development both within and beyond its city limits while the Comprehensive Plan is in development.

Service Delivery Approach:

- ♦ Provision of **monthly progress reports** describing the project status and documenting significant work accomplished and scheduled activities.
- ♦ Preparation of a **project schedule** that ensures steady progress while assuring adequate time for involvement and meaningful review prior to the public hearings.
- ♦ **Timely submittal of deliverables** in strict adherence with the project schedule.
- ♦ Design of an **iterative process** whereby draft deliverables are prepared, reviewed, and discussed individually at public meetings. Therefore, the plan is drafted in a step-wise process.
- ♦ An initial **discovery and reconnaissance phase** to document key community issues and discovered through intensive public involvement and consultant reconnaissance.
- ♦ A **City Council briefing** midway through the project to provide a status report and allow dialogue about the direction and outcomes of the plan.



Comprehensive Plan	
Elements	Chapters
Goals and Objectives	1. Introduction
Demographics	
Envision McComb 2035	
Utilities and Infrastructure	2. Infrastructure & Growth Capacity
Public Facilities and Services	
Urban Growth Boundary	
Parks, open space, recreational opportunities	
Community Facilities Plan	3. Mobility**
Transportation	
Thoroughfare Plan	
Complete Streets	
Delaware Avenue Corridor Plan	4. Housing and Neighborhoods
Housing	
Neighborhood Cohesion & Connectivity	5. Economic Development
Economic Development related to Plan Elements	
Community Assessment (SWOT)	6. Land Use and Community Character
Land Use	
Natural Resources	
Cultural and Historic Resources	7. Implementation
Implementation	
Action Agenda	

The time and effort used to undertake this initial Strategic Direction and Immediate Action Program phase would be incorporated into the development of the full comprehensive plan. In other words, the preliminary phase would be money well-spent without loss of efficiency during concurrent phases of the project. Even more significantly, it is much more than just a “pre-planning exercise” in this case. This up-front effort is meant to give the City the ability to better control its future development through prompt implementation of new land use and growth policies and the associated methods of regulation and enforcement.

The Strategic Direction and Immediate Action Program supplemental phase would be developed over a four-month time horizon, and would commence with Comprehensive Plan Meeting No.1 / Community Workshop No. 1, in order to be informed by the community visioning process. An interim update would be provided to the Planning Commission, City Council (and Pike County Commission as appropriate) during Comprehensive Plan Meeting No. 2. The final draft of the interim ordinance would be presented to the Planning Commission and City Council during Comprehensive Plan Meeting No. 3 (refer to Figure 1: *Project Timeline*).

PHASE 1: Plan Preparation

Task 1 | Chapter 1, Introduction

This task would include an overview and analysis of pertinent introductory and background information about the plan document and comprehensive planning process. This chapter would also include a compilation of community issues and ideas identified through the community engagement process and listening sessions, as well as key indicators, trends, and projections; all of which would inform the development of a vision for the future, achievable goals and guiding principles for the next 20 years. Chapter 1, *Introduction*, would also provide a summary of McComb City's current Comprehensive Plan and would include an analysis of which plan elements remain relevant versus sections of the Plan that should be revised or removed. Lastly, this chapter would include a thorough demographic analysis of McComb City in comparison to peer communities to provide insight into and context for the past and current state of the City with respect to population, housing, and the economy.

Deliverables:

- ◆ **Chapter 1, Introduction**
- ◆ **Envision McComb City 2035:** A written report to document participation and record the input received from the community engagement process, including visioning sessions with the Board of Mayor and Selectmen, city staff and commissions and the citizens of McComb City. The outcome of this process would be a statement of vision, together with ideas and preferences, and specific goals and objectives which would be integrated into Chapter 1, *Introduction*.

Task 2 | Chapter 2, Infrastructure and Growth Capacity

This task would evaluate the existing infrastructure systems, current zoning and land use patterns, future growth projections and programmed future improvements to determine the current/forecasted future development capacities and their abilities to support and sustain the growth and economic development of the community. The capacity of the City's public safety services (police and fire) to accommodate ongoing growth and enlarged service areas would also be examined. This task would define the future services area and assess the systems' ability to accommodate future growth. Policies would also be reviewed to guide the extension of services in an efficient and fiscally sustainable manner.

Activities include:

- ◆ Draft goal and policy language that responds to the specific growth challenges facing McComb City.
- ◆ Identify viable redevelopment areas within the City, including infill development and adaptive reuse opportunities; and determine redevelopment strategies to initiate the process.
- ◆ Determine the development capacity of the City through analysis of the City's acreage, zoning, land use patterns, and future growth projections.
- ◆ Determine an adequate Urban Growth Boundary (UGB) for the City in the unincorporated areas of Pike County (in conjunction with the proposed **Strategic Direction and Immediate Action Program** phase.
- ◆ Analyze and then determine existing constraints to future development based upon land use patterns, transportation, infrastructure and public service capacities, and/or environmental factors, e.g., flooding.
- ◆ Review recent and/or planned annexation activity and assess the outlook for further incorporation of additional territory, as needed.
- ◆ Review growth concerns and priorities and outline management mechanisms and statements of City intent and policy.
- ◆ Evaluate various existing utility master plans, including water, sewer, stormwater management, refuse collection, well fields, wastewater treatment plants, communications, etc.; in order to determine specific development tiers and timelines for extension of major utility lines based on anticipated areas of development demand.
- ◆ Analyze and map existing public facilities, including fire and police facilities for physical condition, impact to surrounding properties, multi-modal accessibility/architectural compatibility, demand versus capacity, expansion and upgrade needs, duplication of services, and opportunities to improve efficiency.
- ◆ Prepare a community facilities plan for the City that would include recommendations for future park and recreational facilities, future fire and police substations and/or facilities, future general municipal facilities and corresponding CIP supplements.



Another purpose of this task is to provide an in-depth analysis of McComb City's "quality of life" amenities including its park and recreation facilities, open space areas and scenic resources. This is to ensure that the City "catches up" on any deficiencies in the provision of parks and recreation areas and facilities; that existing facilities are consistent with the community's preferences; and that future land acquisition and facility improvements keep pace with new development. Activities include:

1. Analyze existing and planned future public and semi-public parks, identifying gaps or deficiencies and denote future park service areas for various park classifications.
2. Identify and update standards for park and facility development, as needed.
3. Document acquisition and capital facility needs in a listing of projected improvements.
4. Identify opportunities for preserving natural amenities and open space as a means to enhance community character, particularly along corridors, at community gateways, and in other key areas.
5. Coordinate preparation of a Parks and Open Space System Plan with the Future Land Use Plan regarding future park and public open space needs.

Deliverables:

- ◆ **Chapter 2, Infrastructure and Growth Capacity**, spelling out the City's expected rate of growth (or contraction) and the plan to accommodate it in a manner that is fiscally responsible, sustainable, and aligned with community planning objectives and priorities. Maps would likely include but not be limited to the following:
 - » Annexation History;
 - » Water Storage and Distribution Systems;
 - » Wastewater Collection and Treatment Systems;
 - » Public Facilities (current and future); and
 - » Proposed Annexation and Urban Growth Boundary
- ◆ Informed by Chapter 6, *Land Use and Community Character*, and in collaboration with Pike County officials and staff, an **Urban Growth Boundary** would be delineated to determine the extent of particular land uses based upon infrastructure and other capacities to support the land use.
- ◆ **Capital Improvements Planning Supplement** to the Infrastructure and Growth Capacity element, including a recommended procedure, schedule and budget for proposed public facilities improvements.

Task 3 | Chapter 3, Mobility

A multi-modal transportation strategy is a vital component of a comprehensive plan, to ensure adequate preservation of rights-of-way and other coordination needs and opportunities concurrent with new development. The purpose of this task is to ensure orderly development of McComb City's transportation system, considering not only facilities for automobiles but other modes

of transportation as well, such as pedestrian and bicycle circulation (and safety), freight movement facilities, public transportation, and associated needs. This task would be closely coordinated with Chapter 2, *Infrastructure and Growth Capacity*, and Chapter 6, *Land Use and Community Character* and plan elements (chapters) to evaluate the impacts of different transportation investment decisions on future development and community character. Activities include:

1. Review available data, studies and plans regarding the existing transportation system and specific facilities/services, current and projected roadway and traffic conditions and improvement needs, and associated capital improvements programming.
2. Determine levels of service (LOS) for key thoroughfares and necessary rights-of-way and roadway cross sections.
3. Review the current subdivision regulations and recommend new or adjusted thoroughfare development standards and requirements, as needed.
4. Prepare and/or update a Thoroughfare Plan map to identify the general alignments of rights-of-way for future thoroughfares throughout the City limits and planning area, planned locations of interchanges and major intersections, and cross sections for varying roadway classifications.
5. Address the need for better management of property access along major roadways, as well as the need to “calm” traffic within neighborhoods and other pedestrian-oriented areas. Prepare a complete streets strategy to ensure safety in areas where there are conflicts between pedestrian and vehicular modes of transportation.
6. Review existing and planned bicycle and pedestrian pathways and assess opportunities to increase linkages between parks, schools, neighborhoods, downtown, commercial areas and community facilities.

Deliverables:

- ◆ **Chapter 3, Mobility**, including a review of existing conditions and needs, identification of policies and new/revised standards, and recommended projects and programs. Maps would likely include but not be limited to the following:
 - » Traffic Accidents;
 - » Street Condition Assessment;
 - » Bicycle Mobility Plan; and
 - » Thoroughfare Plan, indicating arterial, collector and other streets;
- ◆ **Thoroughfare Plan Amendments** to identify any warranted adjustments or amendments necessary to implement the Future Land Use Plan.
- ◆ **Capital Improvements Planning Supplement** to the Transportation element, including a recommended schedule and budget for proposed transportation improvements.



Reputation and Experience

The firm's practice has garnered a reputation for providing its clients with highly customized plans and implementing ordinances, as well as innovative yet viable approaches for solving complex community issues.

Testimonials

"You did a great job. You especially handled the various perspectives with a whole lot of skill. You've obviously done this before. I would look forward to working with you all any time."

-Bernie Satterwhite, City Manager,
City of Bellaire, TX

"... a fantastic job of making sense of the information and answering questions!"

-Keith Gardner, Councilmember,
Centennial, CO

"It is most apparent that the KKC consulting team is solid from top to bottom and their base of knowledge on the planning process is without question."

-Chris Henderson, Development
Services Manager, Ponca City, OK

"... brilliance, imagination, skill and deep experience ... a crackerjack consultant..."

-Kathy Williams, Assistant City
Editor, The Herald Democrat,
Sherman, TX

Task 4 | Chapter 4, *Housing and Neighborhoods*

Beyond assessing the local housing market, this task would evaluate the design of neighborhoods within the context of the City's current code of ordinance provisions and the impact this has on housing development, livability, community character, land use compatibility, and connectivity. The underlying premise of this task is to ensure that there is an adequate supply of housing within varying price ranges so as to accommodate persons desiring to relocate within or to the community. Activities include:

- ◆ Analyze housing market data to evaluate the existing housing stock and to assess current/future housing needs, particularly in view of the impacts on the housing market resulting from new business and industry.
- ◆ Identify options for other types of housing development besides conventional types and layouts, including policies and recommendations for ordinance adjustments to encourage smart growth (e.g., density bonuses, clustering, etc.).
- ◆ Evaluate undeveloped/underdeveloped parcels and their residential potential and connectivity with the larger community.
- ◆ Identify deficiencies in or barriers to local housing development, with recommendations on programs and provisions for overcoming them.
- ◆ Utilize the population projections and community discussions to develop a model for meeting the future housing demand.
- ◆ Determine if there are areas that warrant further study through more specific neighborhood study areas.

Deliverable:

- ◆ **Chapter 4, *Housing and Neighborhoods***, including policies, programs, strategies, and recommendations to safeguard the character and integrity of existing neighborhoods, provide for future housing needs, and to realize quality living environments.

Task 5 | Chapter 5, *Economic Development*

The purpose of this task is to provide a set of strategies for sustaining, strengthening, and diversifying McComb City's economy within the context of the other plan elements. It would be designed to complement any other economic development studies or plans of the City or Pike County Chamber of Commerce and Economic Development District, including updates of economic data and indicators and integration of their policies and program recommendations. In short, this task would recommend policies for growing, strengthening, and sustaining the economy in a way that is both feasible and compatible with the character of the community. Of particular importance in preparing the economic development element would be the physical planning components that contribute to the City's readiness to accommodate new development and reinvestment. Key considerations would include the provision of sufficient space in appropriate locations for commercial business parks and industrial development; ensuring provision of adequate public facilities and services; providing available, affordable, and quality housing; and creating an attractive and sustainable living environment for all residents of the community. Activities include:

1. Compile and review relevant analyses and studies. The purpose of this review is to identify relevant programmatic recommendations, metrics, case studies, and other elements that may inform the planning process
2. Prepare a targeted analysis of updated demographic and economic factors that are of greatest concern to economic decision-makers. This would address the elements outlined below, but specific aspects can be tailored to meet the needs of the City. The following steps would be included:
 - ◆ As part of the stakeholder interviews, interview real estate brokers and developers, business owners, relevant institutions, and others to ensure the team has the most current understanding of the markets in McComb City.
 - ◆ Assess the region's appeal to prospective employers. This includes industrial composition and major employers; geographic location and transportation access; telecommunication and other utility infrastructure (planned and existing); available sites; and incentives.
 - ◆ Facilitate a discussion of long-term trends at the regional, national, and global levels and the opportunities they may provide for the community.
 - ◆ Prepare an analysis of the City's economic strengths, weaknesses, opportunities, and threats (SWOT analysis), which informs the development of strategies in subsequent subtasks.
3. Based on inputs from the community engagement process, the team would prepare a range of opportunities for consideration, which would likely:
 - ◆ Highlight areas where McComb City can differentiate itself from the competition. Issues examined would include industry recruitment, as well as retention and expansion. Consideration would be given to how City initiatives relate to the work of the Pike County Chamber of Commerce and Economic Development District.
 - ◆ Identify workforce development issues that may affect the City's ability to support future growth sectors. These strategies would address issues related to the development of talent ("growing your own"), retaining existing workers, and the recruitment of talent.
 - ◆ Help translate community values into economic strategies. The roles of "place and character" are essential parts of the approach to economic vitality. Understanding what makes McComb City unique and leveraging those advantages would be emphasized throughout the element.

Deliverable:

- ◆ **Chapter 5, *Economic Development***, with sufficient economic analysis and background to set out a proactive program to sustain and strengthen the community's economy in a manner that is consistent with the community's objectives for its future growth and character.

An Engaging Process

We submit that to be compelling and ultimately effective, the public involvement process must be about engagement rather than involvement. In so doing, we propose to use techniques that are tried-and-true (e.g., small group listening sessions, etc.) along with an innovative program that uses high-touch and high-tech engagement efforts. As such, we have proposed to use MindMixer as a key aspect of our overall public engagement strategy so that virtual town hall meetings could be brought to your citizens allowing them public interaction at any time and from any place. This unique web-based approach empowers citizens to engage in the planning process via an easy-to-use web interface.



Special Area Plan: Content and Deliverables:

- ◆ A cursory site analysis, property inventory, and building conditions survey.
- ◆ A real estate market overview with summary data on property values, construction costs, and neighborhood demographics.
- ◆ A parcel-by-parcel "triage map" depicting sites of high, medium and low importance for protection, redevelopment or infill; land assembly opportunities; public/shared parking opportunities; and public space/streetscape opportunities and recommendations.
- ◆ An illustrated and annotated conceptual neighborhood/special-area master plan that clearly depicts areas of preservation, redevelopment and public investment along with key physical organizing features such as the street/bike-pedestrian network, natural features, major building groups and public space.
- ◆ Design alternatives for key sites or blocks.
- ◆ A detailed implementation plan and timeline with near term, intermediate, and long-term achievables.

Task 6 | Chapter 6, *Land Use and Community Character*

The purpose of this task is to establish the necessary policy guidance that will be used in making decisions about the compatibility of individual developments within the context of the larger community. The "look and feel" of a community is a good indicator of its economic potential and success. The purpose of this task is to provide a set of strategies to ensure the City's overall design and image that sets McComb City apart from nearby communities who may be competing for residents and businesses. The future land use plan will serve as the City's policy for directing development, preserving valued areas and lands, and protecting the integrity of neighborhoods, while also safeguarding and enhancing community character and aesthetics. Activities include:

- ◆ Conduct a land use inventory to document use, patterns, and character of development, including identification of areas that may require more detailed analysis through the application of sub-area land use plans.
- ◆ Document existing and emerging land use conflicts, compatibility and transition needs, and issues of community design.
- ◆ Prepare policy statements to protect and preserve valued natural, cultural, historic and scenic resources, such as McComb City Railroad Museum; the desired character of vacant tracts, infill sites, and properties warranting adaptive reuse and redevelopment; development compatibility; and other applicable development objectives.
- ◆ Evaluate current ordinance provisions and outline strategies for enhancing development outcomes and aesthetic appearance via revised development standards and other mechanisms and incentives.
- ◆ Draft general aesthetic improvement, enhancement guidelines, and policies for implementation, particularly as it relates to community identity and a sense of place (e.g., enhanced signage and wayfinding, urban design standards, etc.) and how it would apply to such places as the Delaware Avenue Corridor.

Deliverables:

- ◆ **Chapter 6, *Land Use and Community Character***, including policies, guidelines, strategies and recommendations to achieve the intended future pattern, character, and form of development.
- ◆ **Future Land Use Map** denoting the type, pattern and character of future development (rather than its use and density only), which would align with the community growth and capital infrastructure plans.

Task 7 | Chapter 7, *Implementation*

The implementation plan would utilize the recommendations of the individual plan elements to consolidate an overall strategy for executing the plan, particularly for the highest-priority initiatives that will be first on the community's action agenda. Additionally, the KKC team would perform a cursory review of the City's Zoning and Subdivision Ordinances - as the plan's implementing regulations - to identify potential modifications that are necessary to achieve the vision. This review assesses the extent of conformance with the new plan, and identifies the essential amendments necessary to ensure consistency.

The structure of the implementation program outlines specific tasks that are necessary to accomplish the plan and its policies and vision. A community workshop, including the Comp Plan Task Force, Planning Commission and City Council (with the use of MindMixer for gaining community input on the plan priorities) would engage in a prioritization exercise to determine the two and five-year action agendas. A reporting function is also embedded in the implementation program to provide a means of accountability. Activities include outlining the required organizational framework to ensure successful implementation of the plan, including strategies for staffing, roles of boards and commissions, plus ongoing monitoring and reporting, as well as necessary interaction with other public and private implementation partners.

Deliverable:

- ♦ **Chapter 7, Implementation**, complete with an organization and management plan; a strategy and schedule for regular reviews, updates and amendments; and an action agenda to determine near-term and longer range implementation steps.

PHASE 2: Plan Adoption and Dissemination

The final phase of plan development would involve final public review and input from the Planning Commission and City Council, leading to adoption of the Comprehensive Plan. This phase would include KKC's involvement at one or both of the following meetings:

- a. A **Planning Commission Meeting and Public Hearing** would be held whereby KKC would provide a thorough presentation of the draft Comprehensive Plan and then facilitate discussion. The Comp Plan Task Force and Planning Commission would recommend revisions as appropriate, but would ultimately result in a recommendation to City Council for adoption of the plan.
- b. A **City Council Meeting and Public Hearing** at which time the public may be heard as to their questions, comments and suggestions for the plan, accept the recommendations of the Comp Plan Task Force and Planning Commission and subsequently consider the plan for adoption. This presentation would be facilitated by city staff with KKC support (this meeting has been budgeted as an optional task).

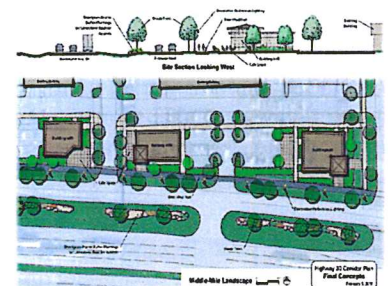
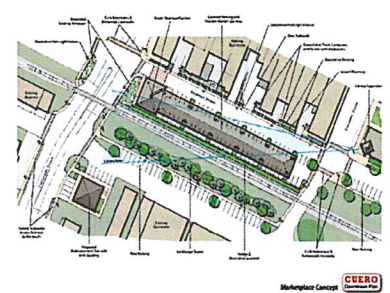
Optional Subtask | Special Area Plan(s)

By definition, comprehensive plans are macro-level, "big picture" bodies of work. They aren't designed to provide a high degree of "ground-level" detail; especially when it comes to discrete neighborhoods or business districts that may need special planning treatment. For this reason, more focused area plans for special places such as: historic districts, commercial corridors, neighborhoods, and downtowns are often developed in conjunction with comprehensive plans to provide a higher level of design and strategy detail - often at the block or site level, and often focusing on restoration, special protections or redevelopment - and a much more directed and nuanced approach toward implementation.

Special area plans should be designed to be highly graphic, readable, and inspirational.



The above and below graphics are plan renderings from the Cuero, Texas Downtown Area Plan.



As part of the City of Valparaiso, Indiana Comprehensive Plan, a special area plan was developed for the U.S. Highway 30 Corridor. As a result, IDOT funded \$25 million in corridor-wide improvements. The above graphic is a plan rendering from U.S Hwy 30 Corridor Plan.



KENDIG KEAST
COLLABORATIVE

The KKC team would coordinate with City staff to identify an area of the community that merits focused planning attention within the framework of the Comprehensive Plan effort. As referenced within the RFP, this could be a segment of the Delaware Avenue Corridor, from Interstate 55 to S. Broadway Street. Comprising 140 acres and 39 buildings, another area within the City of McComb City that may warrant a finer grain of planning and urban design is the National Register of Historic Places-listed, Downtown Historic District. A special section of the Comprehensive Plan (or a satellite document) would focus specifically on this area, allowing for more intensive examination of existing conditions and future needs and opportunities. It would be presented in a highly visual and descriptive format using a variety of graphics and summary text. It would also include a separate and highly detailed implementation track with clearly spelled out actions, timeframes, and potential funding strategies. This focused effort will typically consider:

- ◆ The community wide context in which the corridor has developed or evolved, and the external influences that will affect future growth or investment.
- ◆ Current and future market conditions that may affect future reinvestment activity and specific ways that they can be harnessed or reversed.
- ◆ Unique environmental conditions such as important natural features, viewsheds, brownfields, as well as property ownership (title) issues that may need to be worked through or around.
- ◆ Unique architecture, or local building traditions, that need to be protected/reflected in new development.
- ◆ Key linkages between this area and other activity centers and important districts and corridors.
- ◆ Development compatibility and land use transition concerns within this area.
- ◆ Mobility and traffic/bike/pedestrian safety issues directly related to the development form and pattern in the area.
- ◆ Urban design considerations and guidelines, highlighting specific actions the City must take to make change the area's image and aesthetics in the near term.
- ◆ For commercial areas, specific steps and tools to improve the business "micro-climate" with a special emphasis on incentives and supports to encourage business expansions and start-ups.
- ◆ Specific development code recommendations to ensure that development and/or redevelopment outcomes in the area are in line with community desires and expectations.
- ◆ Specific redevelopment tools, incentives and organizational models that can be applied including: land assembly and land-banking, tax increment financing, neighborhood/business improvement districts, and the formation/rededication of special organizations such as management districts, Main Streets, and community development authorities/corporations.

